****

**Action Planner for Principals**

***A through-the-year checklist to help you succeed***

**Summer (Before School Starts Each Year)**

***Plan items below for the coming year, ideally with the Instructional Team of Leaders (ITL)***

**Communication**

Prepare to communicate OC with new & existing staff & parents at start of year.

Get and use communication planner from your district.

**Leading a Team**

Lead your Instructional Team of Leaders (ITL)—MCLs, assistant principal(s), & any other leaders formally accountable for student outcomes.See[Instructional Leadership & Excellence](https://opportunityculture.org/instructional-leadership-and-excellence/) web pages.

**Launch & lead**: Create an action plan to achieve school goals working with & through your team of MCLs: clarify school & team goals, MCL/teacher roles, & steps to collaborate; include weekly team & individual schedules; create [Standing Agendas for Leading your Instructional Team of Leaders](https://opportunityculture.org/wp-content/uploads/2016/06/Standing_Agendas_for_Leading_Instructional_Team_of_Leaders-Public_Impact.docx).

Revisit school data vs annual goals for past year. Refer to the Theory of Action and Measures of Success documents your school design team developed. Identify strengths & challenges.

Set/refine school vision to clarify what you want to achieve for students & staff in your school.

Set/refine goals for coming year, including working with MCLs to set high annual learning standards & growth goals up to & beyond standards. Include early-win goals to build momentum, if making major changes.

**Build team cohesion**: Determine how your team of MCLs, & each MCL’s team, will build relationships, collaborate, address challenges, & celebrate success.

**Support & develop individuals**: Plan how & when you will co-lead, model, coach, observe, & give feedback to individual MCLs on your Instructional Team of Leaders.

**Manage yourself**: Clarify your role vs. MCL duties (see [Organizational Chart Template](https://opportunityculture.org/wp-content/uploads/2016/06/Organizational_Chart_Template_Instructional_Leadership_and_Teams-Public_Impact.docx)).

Attend available training for principals leading Opportunity Culture schools; refresh through [professional learning](https://www.opportunityculture.org/professional-learning/).

Add *all* to calendar: multi-school team meetings, if any; meetings of schoolwide instructional team of leaders; meetings with MCLs individually to plan & coach; meetings with your multi-school leader or other supervisor.

**Notes and reminders:**

**Achieving Instructional Excellence**

See [Instructional Excellence Summary](https://opportunityculture.org/wp-content/uploads/2016/12/Instructional_Excellence_Summary-Public_Impact.pdf) & [web pages](https://opportunityculture.org/instructional-leadership-and-excellence/).

Establish school instructional plan & routines for each area by leading MCL team to:

**Plan ahead & raise sights:** Plan high-standards, differentiation-ready curriculum, lessons, interim assessments, & schoolwide data system, working with & through your team of MCLs.

Ensure that MCLs create interim standards & growth targets, aligned with school’s annual goals.

Facilitate choosing engaging instructional methods with differentiation options.

Plan in advance to protect MCL leadership time & teachers’ instructional time.

**Connect with students & families to cultivate a culture of learning:** Use strong bonds to motivate. Help MCL team support teachers to:

Plan to communicate vision that all students can succeed; build individual relationships; share student learning information; & motivate everyone to do their best with positive communications.

**Establish superior classroom leadership:** Set & follow schoolwide routines to focus students on learning.

Help MCLs prepare to help teachers: lead classrooms with a firm yet warm presence; set norms for classroom interactions; follow a behavior management cycle; & use positive systems highlighting exemplary behavior.

**Execute rigorous, personalized lessons for mastery & growth:** Engage students with ambitious learning goals, instruction for high growth & higher-order thinking, & personalization. Use digital learning wisely. Help MCLs:

Plan to: set ambitious learning goals for each class *and* individual student; prepare lessons aligned with curriculum *and* student needs (“personalization”); & engage students deeply in learning.

**Monitor student learning data during year:** Assess frequently for mastery & growth; capture data. Help MCLs:

Plan to: assess learning at start of year; give assessments aligned to each lesson, unit, & annual goal; track data efficiently; collect multiple data points; generate reports; & analyze data for individual & class needs.

**Adjust instruction to meet each student’s needs:** Adjust teaching, work difficulty, & assignments. Help MCLs:

Plan to: Collaborate with each teaching team to improve instruction rapidly for mastery & growth

Research additional interventions aligned to each student’s need, as needed.

**Share data with students & families about growth vs. goals** students help set: Engage students! Help MCLs:

Plan to: continuously lead students to set own goals, track own growth, & make choices to meet goals.

**Notes and reminders:**

**Leading Across the Organization**

**☐** **Leading teachers and staff**

Fill any open positions through your district’s pool. Share OC vision as you go.

Assign final OC roles & reporting relationships (if changes, late hires, etc). Use [Organizational Chart Template](https://opportunityculture.org/wp-content/uploads/2016/06/Organizational_Chart_Template_Instructional_Leadership_and_Teams-Public_Impact.docx).

Ensure OC staff members get appropriate [summer training](https://www.opportunityculture.org/summer-professional-learning/).

Plan for teacher induction by MCLs; plan & schedule periodic (e.g., monthly) PLCs for staff in same roles next year.

**Leading operations**

Clarify time detail for:

* **MCLs**: % teaching & leading in schedule, using materials from school design or district OC director; policies to protect MCL time from low-value administrative duties.
* **All teachers**: clarify planning time, how to use it, with whom, & with what tools.
* **Students**: identify policies & steps to protect student learning time.

Schedule all in order: Schoolwide Instructional Team of Leaders; principal-MCL coaching; PLCs for same-role teachers (e.g., all MCLs); teaching teams; co-teaching; teacher coaching by MCLs; instruction. See the Key Scheduling Components Worksheet your school design team used.

Plan & make changes to digital instruction, data tools/reporting, hardware, etc., with district.

Plan & make changes to facilities, with district (rooms/walls, furniture, plugs, etc.).

Re-check that budget sources/timing cover any staffing or tech changes. See the School Sustainability Calculator used during school design and available on your School Excellence Portal.

**Improving with Data**

Create and load a tracker with priorities, strategies to achieve them, & measures you can check during the year.

Add all interim assessments to school calendar in advance of school year.

Align schedule of major, interim assessments with planned reports by each MCL to the schoolwide Instructional Team of Leaders.

***Notes and Additional Tasks, if applicable***

|  |  |  |  |
| --- | --- | --- | --- |
| **Additional Task To Do or Ask Others To Do** | **By Whom** | **By When** | **Notes / Resources** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Notes and reminders:**